



Special EU Programmes Body
Foras Um Chláir Speisialta An AE
Boord O Owre Ocht UE Projecks

CORPORATE PLAN 2017-2019

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CHIEF EXECUTIVE'S FOREWORD

I am delighted to present the Special EU Programmes Body's Corporate Plan for 2017-2019. It will outline, in detail, the Body's mission statement, vision, guiding principles and core business objectives for the next three years.

The SEUPB has delivered upon the targets as set out in its previous 2014-2016 Corporate Plan and is now looking to the future as we move through the current programming period.

Following HM Treasury assurances given towards the end of 2016, that the UK funding element of the Programmes would be secure post-2019, the Body has been able to start full implementation of both the PEACE IV and INTERREG VA Programmes. Our focus therefore over the coming years will be to ensure that both Programmes reach full commitment and that their agreed results and outputs are achieved.

The SEUPB is also overseeing the administrative closure of the 2007-2013 Programmes and will continue to have an active role in helping to promote increased participation within the Transnational and Interregional Programmes.

I am pleased to be able to report that under the last programming period 213 projects under the PEACE III Programme and 88 projects under the INTERREG IVA Programme were successfully funded. These projects have had a transformative impact across the region in terms of helping to promote greater levels of peace and reconciliation as well as enhanced cross-border cooperation.

The work will continue under the new programmes, which in-keeping with the policy objectives of Europe 2020 will have a strong result and output orientation. Both PEACE IV and INTERREG VA have a relatively narrow range of objectives, deliberately designed to maximise the impact of the investment.

With a value of approximately €270m the PEACE IV will provide support to projects focusing on four key objectives including Shared Education; Children and Young People; Shared Spaces and Services; and Building Positive Relations. The selection of these objectives follows extensive public and other key stakeholder consultation along with the European Commission's papers on the UK and Ireland and the lessons learnt from PEACE III.

With a value of approximately €283m the INTERREG VA Programme will also focus on four key priority areas. These areas were also subject to intense consultation and reflect national strategies in the areas of cross-border: health and social care; Research & Innovation in support of economic development; environmental protection and sustainable transport.

Western Scotland will continue to be included within the eligible area of the INTERREG VA Programme, which will support new opportunities for greater and more innovative cross-border partnerships.

I would particularly like to express my continued gratitude, to the members of our Monitoring and Steering Committees, all of the Accountable Departments, North and South, the Scottish Government, and of course our own Sponsor Departments, the Department of Finance and Personnel in Northern Ireland and the Department of Public Expenditure and Reform in Ireland.

I would also particularly like to convey my sincere appreciation to all of the staff at the SEUPB, without whom, we would not be able to deliver upon this our new Corporate Plan.

Gina McIntyre
Chief Executive
Special EU Programmes Body

SECTION ONE

OVERVIEW OF THE WORK OF THE SEUPB

SEUPB Mission Statement:

“To improve people’s lives through partnership and cross border cooperation.”

SEUPB Vision Statement:

“The SEUPB will have a positive and lasting impact on the people in the region by successfully delivering cooperation programmes, on behalf of the two governments and the European Commission. We will operate with the highest levels of integrity, and respect the diversity of all those within the region. We will continually improve, drive simplicity, inspiring staff to be the best that they can be through the ethos of teamwork internally and externally.”

Our Guiding Principles:

In carrying out our work we will adhere to the following guiding principles:

Delivering Results

We will deliver our mission striving for excellence at all times.

Integrity

We will act at all times with the interests of our stakeholders, beneficiaries and the public to the fore and demonstrate the highest levels of integrity in ensuring the mission of the SEUPB is delivered. We subscribe to the principle of accountability and are prepared to be held accountable for all that we do.

Respect

We will demonstrate equality and respect in all that we do and with everyone that we meet and work with.

Team Work

Working together, listening and adapting to the needs of both internal and external colleagues, continually improving.

Introduction

This Corporate Plan sets out the activities that the Body will carry out during 2017-2019 to support the delivery of its vision, strategies and business objectives as determined by its legislative remit. The Corporate Plan details specific targets and measurable performance indicators for each business objective along with the budgets and staffing arrangements of the SEUPB.

This Corporate Plan has been approved by the Body's Sponsor Departments, it has not yet received approval from the NSMC.

The SEUPB has successfully delivered on objectives and targets as set out in its 2014-2016 Corporate Plan and annual Business Plans. Building on this progress, activity during 2017-2019 will focus on the implementation of the 2014-2020 Programmes (PEACE IV and INTERREG VA), along with administrative closure of the 2007-2013 Programmes, and a continued role in 2014-2020 Transnational and Interregional Programmes.

Governance Arrangements and Statutory Responsibilities

The SEUPB is a North/South Body established under the 1999 Agreement between the Government of Ireland and the Government of the United Kingdom of Great Britain and Northern Ireland (The Agreement). The Agreement stipulates that the SEUPB will implement the policies as directed by the North South Ministerial Council (NSMC) as specified by the North/South Co-operation (Implementation Bodies) (Northern Ireland) Order 1999 and the British-Irish Agreement Act 1999, as amended.

The SEUPB carries out its functions in compliance with the Financial Memorandum and other agreements with its Sponsor Departments. The Financial Memorandum is designed to ensure the proper use of public monies and sets out financial procedures and accountability arrangements which govern the operating and financial relationships between the North South Ministerial Council, the Department of Finance (DoF) and the Department of Public Expenditure and Reform (DPER) in their roles as both Sponsor and Finance Departments, and the SEUPB.

The SEUPB receives grants of money voted by the Assembly and Dáil Éireann. The NSMC will, with the approval of the Finance/Public Expenditure Ministers, make recommendations as to the amount of such grants. The SEUPB will also receive monies directly from the EU

Commission, for the designated programme advance, annual advances and interim payments.

The SEUPB is required to prepare a three year Corporate Plan and an annual Business Plan. All plans are subject to the approval of the NSMC, including the two Finance/Public Expenditure Ministers. The Body is also required to produce an Annual Report on its activities and a Statement of Accounts. This is examined and certified by the respective Comptroller and Auditor General in both jurisdictions. Copies of the report are submitted to the NSMC and laid before the NI Assembly and the Houses of the Oireachtas.

In line with best practice, an embedded risk management system culminates in the Chief Executive making an annual Assurance Statement. Operating an Audit and Risk Committee, with an independent Chair and Membership, the SEUPB continues to apply sound corporate governance and risk management systems, which support its ability to attain corporate objectives.

Organisational Structure

The Chief Executive of the SEUPB is appointed by the NSMC. The Chief Executive is the Accountable Person for the SEUPB with responsibility for all matters of financial propriety and regularity and for all considerations of prudent and economic administration of the organisation. The structure of the organisation comprises three directorates (the Managing Authority, the Joint Secretariat and the Corporate Services Directorate). The SEUPB's organisation chart is shown at Annex B.

The SEUPB's Headquarters is located in Belfast and a further two offices are situated in Omagh and Monaghan.

Programmes and Key Organisational Roles

The primary role of the SEUPB is to manage cross-border European Union Structural Funds Programmes in the eligible area on behalf of the European Commission and the two Member States.

2007-2013 Programmes

The two 2007-2013 Programmes are the European Union's Programme for Peace and Reconciliation (PEACE III Programme) and the European Union's Cross-Border Programme

for Territorial Cooperation (INTERREG IVA Programme). All the activity within these Programmes concluded by 31 December 2015 and work continued throughout 2016 to ensure that the Commission deadline for the submission of closure documentation by 31 March 2017 will be met.

This will bring to a close two major Programmes, concluding over €585m investment in the eligible area and delivering significant positive outcomes for beneficiaries and the wider population.

2014-2020 Programmes

The cooperation programmes for the PEACE IV and INTERREG VA Programmes were agreed by the NI Executive and the Government of Ireland (and the Scottish Government for the INTERREG Programme only) and submitted to the European Commission in accordance with EU Regulations.

PEACE IV

The final draft of the Cooperation Programme (CP) for the PEACE IV Programme was submitted to the Commission on 2 October 2015 following approval by the NI Executive and the Irish Government. The PEACE IV Programme was officially adopted by the Commission on 30 November 2015 and launched on 22 January 2016.

On 23 June 2016 Britain voted to leave the EU. This decision presents significant challenges for the 2014-2020 programmes. The SEUPB will work with the NI Executive, the Irish government and the EU Commission to clarify the potential impact this will have on the funding of the programmes. This may require changes to this corporate plan and operational procedures and these will be updated as and when required.

The Programme Monitoring Committee (PMC) has met on three occasions since the beginning of the programme, on 2 March 2016, an exceptional joint PMC with the INTERREG VA Programme met on 7 September 2016 with a further PMC meeting taking place on the 22 November 2016.

The eligible area for the new PEACE IV Programme includes the six counties of the NI and the Border Region of Ireland encompassing the counties of Louth, Monaghan, Cavan, Leitrim, Sligo and Donegal. The European Regional Development Fund (ERDF) contribution

to the Programme is €229m (85%). Including match-funding of €40m (15%), the total programme value is **€269m**.

The Programme has four key priority areas where it plans to make significant and lasting change: Shared Education; Children & Young People; Shared Spaces & Services and Building Positive Relations at a Local Level. Funding calls under these themes were launched during 2016.

INTERREG VA

The INTERREG VA Cooperation Programme (CP) was officially adopted by the Commission on 13 February 2015. The inaugural Programme Monitoring Committee (PMC) for INTERREG VA was held in Belfast on 29 June 2015. Further meetings of the PMC took place on 9 December 2015 in Dundalk, 29 June 2016 in Glasgow and an exceptional joint meeting of the PEACE IV and INTERREG VA PMC on 7 September 2016.

The eligible area for the new INTERREG Programme includes NI, the Border Counties of Ireland (Monaghan, Leitrim, Cavan, Louth, Sligo and Donegal); and Western Scotland (Dumfries & Galloway, East Ayrshire and North Ayrshire mainland; South Ayrshire; Lochaber, Skye & Lochalsh, Arran & Cumbrae and Argyll & Bute and Eilean Siar/Western Isles). The European Regional Development Fund (ERDF) contribution to the Programme is €240m (85%). In addition €43m (15%) will come from match-funding, providing a total Programme value of **€283m**.

The Programme has four key priority areas where it plans to make significant and lasting change. These are Research & Innovation; the Environment; Sustainable Transport and Health & Social Care. By March 2016 funding calls had opened for each of the four priority areas under the Programme.

The total value of ERDF provided across these two Programmes amounts to **€469m**, which represents a 12% increase on the corresponding value of the 2007-2013 Programmes.

In managing the PEACE IV and INTERREG VA Programmes, the SEUPB's work is divided into three main areas:

1. Managing Authority - which has overall responsibility under EU regulation EC 1303/2013 for the management and implementation of the operational programmes. It has a number of responsibilities, including:

- Supporting the work of the Monitoring Committee;
- Preparation of Annual Implementation Reports;
- Design and application of selection criteria;
- Verification of expenditure (via the Financial Control Unit);
- Implementing effective and proportionate anti-fraud measures; and
- Preparation of the Management Declaration and Annual Summary.

2. The Joint Secretariat (JS) - which oversees the day-to-day implementation of the PEACE IV and INTERREG VA Programmes, supporting both the Managing Authority and Lead Partners in the monitoring of projects. The Programme Support Unit within JS is responsible for project assessment; provision of secretarial services to the Steering Committees; issuing contracts to successful applicants; and project monitoring. The JS reports to, and remains accountable to the Managing Authority.

3. Corporate Services - which incorporates a range of different roles which support the implementation of the programmes. The SEUPB's Communications, ICT, Finance and HR teams all operate within the Corporate Services Directorate. Another key role within the directorate is the **Certifying Authority**.

The Certifying Authority has responsibility for the certification of all expenditure claims submitted to the EU Commission ensuring eligibility with EU National Rules. It also controls the cash flow of the programme, including making payments to lead partners, drawdown of funds from the European Commission and subsequent reimbursement to each Member State. The roles of the Certifying Authority are listed in EU regulation EC 1303/2013, including:

- Certification and submission of payment applications to the Commission;
- Preparation and certification of annual Programme Accounts; and
- Appropriate management of recoveries and withdrawals.

INTERREG V Transnational and Inter-Regional

The INTERREG VB (Transnational) and VC (Interregional) programmes, along with INTERREG VA (cross border), form part of a wider suite of European Territorial Cooperation (ETC) programmes.

The SEUPB acts as an Information Point and Regional Contact Point on behalf of NI for the INTERREG VB/C Programmes for the 2014-2020 programme period. In this context, the Body promotes the programmes to partners within the eligible region, communicating the aims and objectives of the programmes and advising potential applicants through the project development process and beyond.

The INTERREG VA Cross Border Programmes form part of a wider suite of European Territorial Cooperation (ETC) Programmes, which include both transnational and interregional programmes under INTERREG VB/C.

One of the main objectives for the SEUPB under the new Programme period is to continue to encourage and develop cross border partnerships on transnational projects. The SEUPB is also keen to encourage projects and partnerships previously funded under the INTERREG IVA Programme to explore the opportunities under the INTERREG VB/C Programmes, including:

- The Northern Periphery & Arctic Programme
- The North West Europe Programme
- The Atlantic Area Programme
- The INTERREG Europe (VC) Programme

The SEUPB also acts as the First Level Control for all expenditure for partners from NI under the programmes. As of December 2016, a total of 23 projects have been approved under the Programmes. Cumulative ERDF commitment to NI Partners at the end of 2016 was €4.2m.

SECTION TWO

Review of Performance

Review of Performance against the 2014-2016 Corporate Plan

This chapter provides a brief review of the SEUPB's performance against the measurable targets outlined within the SEUPB's 2014-2016 Corporate Plan. The SEUPB has successfully delivered against its targets as outlined within the 2014-2016 Corporate Plan. The annual Business Plans produced during the three year period provided comprehensive details of performance and achievement for each of the years. A summary of the key outputs against each of the five key corporate objectives is outlined below.

1. Implementing the PEACE III and INTERREG IVA Programmes

Effectively achieve the objectives of the PEACE III and INTERREG IVA Programmes, by providing guidance and support to the approved projects to enable them to maximise their contribution to society.

PEACE III summary Dec 2016:

- A total of 684 applications were received for the PEACE III Programme;
- 220 Letters of Offer were accepted at a value of €335,172,171 (€226,385,876 ERDF & €108,786,295 Match);
- 213 projects have completed, including Technical Assistance;
- Cumulative expenditure of €329,833,559 (€222,780,011 ERDF & €107,053,548 Match) has been achieved.

INTERREG IVA Summary Dec 2016:

- 348 applications were submitted to the INTERREG IVA Programme;
- 88 Letters of Offer were accepted (including Technical Assistance) at a combined value of €251,751,784 (€188,813,838 ERDF & €62,937,946 Match);
- Cumulative expenditure to the end of the programme was €256,029,822 (€192,022,366 ERDF & €64,007,456 Match).

2. Project Support and Guidance

To ensure that funded projects are provided with support and guidance to enable their functioning in accordance with EU and Member State Regulatory Framework.

The SEUPB continued to provide support to funded projects in the latter stages of the 2007-2013 programming period. During 2014-2016, 22 seminars were provided across implementation areas such as verification & procurement, corporate governance, communications, capital projects and lead partner responsibilities.

Just over 400 project representatives availed of the training programme and overall feedback was very positive. In addition, the SEUPB continued to provide one to one guidance to projects in relation to effective closure of their projects.

3. Closure of 2007-2013 Programmes

To ensure effective business processes for closure are implemented for the 2007-2013 Programmes which will result in a maximisation of EU receipts for both Member States.

Steps to monitor closure began in 2013 with a High Level Closure Plan which, based on EU Commission guidance, set out target dates for phased closure, to culminate in the submission of the Closure Pack for each Operational Programme by the target date of 31 March 2017. Monthly closure reports have been prepared and circulated to Senior Management as a monitoring tool, and during 2014 a Closure Checklist was produced for Managing Authority to commence reviews on 'Completed' projects. A pilot exercise was conducted to establish the suitability of the checklist and Managing Authority and audits of closed files began in late 2014.

To expedite the closure of the projects, an enhanced staffing resource was established in late 2015. A Closure Working Group was established and met initially in late 2015 to monitor progress against the Closure Plan and to establish the roles and responsibilities of the Managing Authority, the Certifying Authority and the Audit Authority in ensuring successful closure by 31 March 2017. The Final Implementation Reports for both Programmes are to be submitted to the Commission in advance of the March 2017 deadline.

4. Corporate Governance and Services

Enhance business performance of the SEUPB and its staff through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet accountability requirements.

The Corporate Services Directorate incorporates a range of services to aid and enhance the business performance of the SEUPB. The SEUPB operated an efficient and effective range of systems and procedures to ensure that Corporate Governance requirements were satisfied to a high standard. Annual Accounts for the years 2013 and 2014 have been laid in the NI Assembly and the Houses of the Oireachtas. The Accounts for 2015 have been audited and certified by the Comptrollers and Auditor Generals, and the Annual Report 2015 has been prepared. The 2017 Business Plan and this Corporate Plan were drafted during 2016 in consultation with Sponsor Departments for approval by the NSMC. The SEUPB has continued to review its activities and cost base, and has successfully delivered the efficiencies required to comply with the 2014-2016 Efficiency Savings Delivery Plan.

SEUPB operates an Audit and Risk Committee comprising three independent members and a representative from each of the two sponsoring departments, in the role of observers. The Committee is chaired by an independent member. During 2016 the Committee agreed to increase the number of independent members to three and an appointment was made during the final quarter of 2016.

The SEUPB staffing level was set by the Sponsor departments at 57 as from 2014, and the SEUPB has continued to successfully meet its business objectives at that staffing level throughout 2014-2016. Staffing levels remain under constant review, with regard to new business processes and profiles for the 2014-2020 Programmes. During 2016, significant reallocation of staffing resources between business areas was undertaken, with staff flexibility crucial to the alignment of business need during the project application and assessment stages.

Key staffing indicators for the 2014-16 period are detailed in the table below:

| | 2014 | 2015 | 2016 |
|---|-------------|-------------|-------------|
| % Days lost of total available working days | 3.85% | 3.29% | 2.21% |

| | | | |
|--|--------|--------|--------|
| Average number of days lost per employee | 8.37 | 7.69 | 4.67% |
| % of employees with no recorded sickness absence | 40.98% | 33.50% | 52.24% |

5. Development of the 2014-2020 Programme Structure

To ensure the development of effective administrative structures and processes which will facilitate the implementation of future Programmes for the period 2014-2020, in accordance with the regulatory frameworks of the EU.

Preparation for the commencement of the 2014-2020 Programmes was a key priority during the 2014-2016 period. The PEACE IV and INTERREG VA Programmes were adopted in 2015 following extensive preparatory work including consultation exercises, workshops, and key stakeholder engagement. The structures and processes required to facilitate these programmes were designed, reviewed and documented within a Management & Control Systems Report, which was submitted for audit under the Designation of Authorities process. The 2015 Annual Implementation Reports for both Programmes were submitted in May 2016.

The SEUPB has taken this opportunity to incorporate simplification into all aspects of its systems, including the adoption of specific tools such as 'simplified cost options' for projects to facilitate a more streamlined approach to verification. Work was undertaken with all key stakeholders within the Body and the Sponsor Departments to deliver the INTERACT eMS system as the SEUPB's specific Structural Funds System.

On 23 June 2016 Britain voted in a referendum to leave the EU (EU Referendum). This decision presented significant challenges for the 2014-2020 programmes. Throughout the latter half of 2016, the SEUPB worked with the NI Executive and the Irish Government, as well as the EU Commission, to clarify the potential impact this would have on the funding of the Programmes.

Throughout 2016 the allocation of staffing resources throughout the organisation was kept under review, with actions taken to match resources to the activity profile for Programmes in 2016 and in preparation for the priorities in 2017-2019. This resulted in a migration of staff

from the Financial Control Unit to the Joint Secretariat to support the key priority of project assessment. This flexibility will continue to be essential as the focus moves towards project support and verification in the 2017-2019 Corporate Plan period.

SECTION THREE

SETTING OBJECTIVES FOR THE 2017- 2019 CORPORATE PLAN

Setting Strategic Objectives and Goals for 2017-2019

In setting the Strategic Objectives for the 2017-2019 period, due consideration was given to:

- The Vision and Mission of the SEUPB;
- The SEUPB's objectives and results during the 2014-2016 period;
- The operational environment within which the SEUPB will be required to operate for delivery of the 2017-2019 plan; and
- Alignment with the strategic objectives and targets of the Sponsor Departments.

Economic and Public Expenditure Context

The previous 2014-2016 Corporate Plan covered a period characterised by financial and budgetary constraint in both jurisdictions, as economic recovery commenced. Both governments implemented policies to address debt and deficit levels, which impacted upon the levels of public expenditure.

As we move forward into the 2017-2019 period, the economic climate is improving in both jurisdictions as the recovery takes hold. In NI, growth is returning and is estimated to be around 1.3% per annum over the 2017-2019 period. In Ireland, stronger growth has been experienced with 4.3% forecast for 2016, and projected at 3% per annum thereafter.

The economic impact of the outcome of the EU referendum is yet to become clear.

It is anticipated that budget statements in both jurisdictions will continue to caution that debt levels must be addressed. In the NI, the effect of the wider UK policy of the utilisation of tax gains from growth to target the national debt and the impact of the referendum vote may result in a sustained period of budget constraint up to and beyond 2019. In Ireland, whilst public finances are improving rapidly, the aim of reduction of debt to an estimated 80% of GDP by 2021 will result in some degree of constraint on public expenditure. The Irish position is to increase public spending within a reformed public service, as and when resources become available. It should also be noted that the outworking of EU Referendum may have an economic impact on Ireland but the possible extent or impact of this is unknown at the time of producing this Corporate Plan.

Corporate Objectives contained within this plan are therefore to be considered within a context of ongoing pressures on departmental budgets across the board.

European Context

The Cooperation Programmes form part of the wider Cohesion Policy (or regional policy) of the European Union. Cohesion policy aims to reduce disparities between regions within Europe and to stimulate economic growth and job creation. Cohesion policy is funded as part of the seven year financial framework that runs from 2014-2020. It absorbs approximately 34% of the total European budget.

A distinctive part of cohesion policy is European Territorial Cooperation (ETC), better known as INTERREG, which aims to promote cooperation between regions in different member states, and to address the very specific challenges faced by communities living in border regions. There are over 60 INTERREG programmes across Europe.

The development of all cooperation programmes were informed by the European Union's key policy, namely Europe 2020, which aims to create a smart, sustainable and inclusive Europe. The Europe 2020 strategy outlines a ten-year growth strategy centred on five measurable targets. The targets identified relate to expenditure on research and development; renewable energy; working age employment levels; educational achievement; and reduction in poverty and exclusion.

In keeping with the policy objectives of Europe 2020, all programmes have adopted a strong result and output orientation. This requires programmes to be focused, and to concentrate their financial investments on a relatively narrow range of objectives, in order to maximise the potential impact of the investment. Each programme has a robust set of result indicators and clearly defined outputs and targets. Only projects that align with these results and outputs can be funded.

An additional key policy priority is to reduce the administrative burden of the programmes by simplifying the application processes and project implementation. Each Programme details the actions they are going to take in this regard, including the use of simplified costs options. E-cohesion requires that all communication with projects be made through secure electronic means, to further reduce the administrative burden and speed up the disbursement of funds.

Political Context

On the 23 June 2016, the UK voted in a referendum to leave the EU. All rights and obligations remain unchanged, including those relating to cohesion policy until an exit occurs. It is expected Article 50 of The Lisbon Treaty will be invoked in early 2017, the implications on the EU funding programmes will be unclear until the details of the exit are agreed. The implementation of the 2014-20 programmes may have to be amended in due course to take into account the conditions of the exit agreement.

In November 2015, the Executive and the UK and Irish governments agreed a set of actions to address a number of key issues. 'A Fresh Start: the Stormont Agreement and Implementation Plan' builds upon previous agreements and includes financial support to assist the Executive in tackling issues unique to the region. The agreement also addresses institutional changes to make devolution work better, including on the size of the Assembly and the number of departments (reducing from 12 to 9).

Alignment with Sponsor Departments' Objectives

The SEUPB is very aware of the importance of ensuring that the SEUPB's targets are in alignment with its Sponsor Departments. Both Departments are in the process of preparing new strategies for the 2017-2019 period and therefore targets within the plan have been considered in light of previous Departmental targets. The SEUPB will continue to monitor its objectives in line with those of its Sponsor Departments.

Relevant objectives for the 2017-19 period as outlined within the DoF's Corporate Plan include:

- R1:** Support the Executive in the securing, allocation and effective use of available resources.
- C1:** Deliver high quality, efficient and effective services to the citizen, NICS Departments and the wider public sector.

Within the Department of Public Expenditure and Reform's Statement of Strategy 2016-19, the following objectives are outlined:

- *To manage public expenditure at sustainable levels in a planned, rational and balanced manner.*

- *To have public management and governance structures that are accountable, transparent, and effective.*

With the roll-out and impact of the Voluntary Exit Scheme in the NI Public Sector, and the action identified by DPER to *'further develop and refine workforce planning to align staff with strategic objectives'* – there is a clear alignment of DoF/DPER and the SEUPB objectives in this area. As highlighted in Section 2, the flexibility of the SEUPB staff and management processes will be a crucial element of the SEUPB's activity during 2017-2019.

Priorities for the SEUPB in establishing Corporate Objectives for 2017-2019

Throughout the process of establishing the corporate objectives for the next three years, the SEUPB carefully considered its key regulatory functions, which are bestowed upon it by way of statutory legislation and EU regulations for the effective management of EU funding Programmes. The work activities currently ongoing within the SEUPB were appraised against a backdrop of the regulatory functions and the resources available to the SEUPB, and decisions were taken with regard to activities and services, that the SEUPB could undertake and deliver in 2017-2019.

The SEUPB cannot outline all of the strategic targets for 2018 and 2019. However, as the exit negotiations get underway the future role and functions of the SEUPB will become clearer, and the detail of the targets for 2018 and 2019 will be set down in the annual Business Plans. SEUPB will plan on the basis that until an exit occurs, all rights and obligations associated with the delivery of the Programmes must be adhered to in full.

The key functions for the SEUPB are set out below, and it is fair to say that these will be the minimum functions that the SEUPB will undertake during this corporate planning period. Therefore the following functions do assist in establishing the corporate objectives for this planning period:

1. To act as the Managing Authority, Certifying Authority and First level of Control (verification) within the current PEACE IV and INTERREG VA Programmes. The current Programmes are in full implementation mode, and therefore the funded projects require support from the SEUPB to enable them to fulfil the objectives of their letters of offer, meet the required expenditure targets set for each project, and undertake their activities in line with EU and member state regulations. If the projects deliver what they have been funded to

do, the overall objectives of the programmes will be met, however this requires consistent monitoring and intervention from the SEUPB to assist the projects in that delivery.

2. During 2017 the deadline for closure of the PEACE III and INTERREG IVA programmes will be reached. SEUPB will ensure that the deadline is met and that the closure complies with all relevant regulations and requirements.

3. The SEUPB has a corporate team for key functions including finance, human resources, communications and IT and will ensure that the highest standards of public accountability and financial management are adhered to so as to meet the expectations of its many stakeholders.

4. Joint Secretariat (JS) provides services in relation to project assessment and support to projects. This role of supporting and assisting projects to deliver their objectives is inextricably linked to the Managing Authority role previously outlined. The JS unit is established by the Managing Authority and the work undertaken directly with projects has been delegated by the Managing Authority to JS. The role of JS in the Programmes is critical particularly in the early stages as the new projects mobilise. JS has a continuing significant role to assist funded Lead Partners to complete and deliver their projects effectively.

5. Support to projects applying to and implementing transnational programmes. The role undertaken by the SEUPB in assisting projects to access funding within the Transnational Programmes has always been considered as a key role for the organisation. The SEUPB have an ongoing commitment with regard to the verification of funded projects within these Programmes for those projects based in NI, and this role must continue until those projects are complete.

The SEUPB has established four corporate objectives for 2017 to 2019, which reflect the essential elements of the role and functions of the organisation.

Corporate Objectives for the 2017-2019 Period

The SEUPB will continue to use a Balanced Scorecard to assist with business planning. It provides a method of aligning business activities to the mission and vision of the organisation and monitors organisational performance against strategic objectives. The Balanced Scorecard allows the SEUPB to incorporate strategic objectives and their associated activities into resource allocation processes, therefore increasing the

understanding of the SEUPB Corporate Vision and strategy for both internal and external stakeholders.

The Balanced Scorecard is divided into a four-perspective view comprising Business Results; Customer Results; Internal Business Processes; and Learning and Growth.

SEUPB Summary Balanced Scorecard for 2017-2019

| BUSINESS RESULTS | CUSTOMERS |
|--|---|
| <p>To achieve the outputs and contribute to the results of the PEACE IV and INTERREG VA Programmes, by supporting projects to maximise their contribution to society.</p> | <p>To work in partnership with applicants and beneficiaries to ensure that projects are implemented in line with their letter of offer.</p> |
| <p>BR1: Ensure that all funds available under the programmes are utilised.</p> <p>BR2: Ensure programmes are functioning in accordance with EU and member state Regulatory Framework.</p> <p>BR3: Ensure Programmes are implemented in accordance with agreed outputs and results.</p> <p>BR4: Close PEACE III and INTERREG IV Programmes.</p> <p>BR5: Ensure that all claims to the EU are submitted by stipulated deadlines and that the drawdown of ERDF is maximised.</p> | <p>C1: Assist applicants to develop projects for the 2014-2020 Programmes.</p> <p>C2: Ensure projects are provided with the support to meet the requirements of their Letter of Offer.</p> <p>C3: Operate an effective and efficient claims processing system.</p> <p>C4: Promote and maximise NI partner participation in the INTERREG VB/C Transnational and Inter-Regional Programmes.</p> |
| INTERNAL PROCESSES | LEARNING & GROWTH |
| <p>Ensure excellence in the business performance of the SEUPB through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet accountability requirements.</p> | <p>Invest in the development of our human resources to ensure staff are well informed, highly motivated, adaptable and supportive members of staff; and foster the development of strong teams and networks.</p> |
| <p>IP1: Ensure that the SEUPB has in place an effective database for the management and administration of the programmes in order to meet designation and e-Cohesion requirements.</p> <p>IP2: Ensure good corporate governance and the effective management of resources.</p> <p>IP3: Continually develop internal processes to improve the efficiency and effectiveness of the SEUPB.</p> | <p>LG1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives.</p> <p>LG2: Ensure staff are knowledgeable of the programmes' regulations and administrative arrangements for the delivery of programmes.</p> <p>LG3: Ensure that the ethos of teamwork and mutual support is fostered within the Body.</p> |

SECTION FOUR

RESOURCING THE PLAN

Resourcing the Plan

Administration/Operating Costs of the SEUPB

Financial resources in respect of administration/operating costs of the SEUPB are provided annually via an agreed budget allocated from its Sponsoring Departments (The Department of Finance and the Department of Public Expenditure and Reform). Tables outlining proposed budgets for 2017 and indicative allocations for 2018 and 2019 can be found in Annex C.

Programme Expenditure

The Programme expenditure figures are based on the value of Euro funds required by the Central Payments Unit within the SEUPB to make payment requests to projects to cover both the annual N+3 targets set by the EU Commission under the Operational Programme and in addition to this, any advance payments required. These have been translated to sterling at 0.85, being the planning rate set down by the Department of Finance and the Department of Public Expenditure and Reform.

Programme expenditure is 'ring-fenced' – i.e. sufficient expenditure must be incurred to the level which will maximise Member State 'EU Receipts' for both Programmes. Programme expenditure takes account of the apportionment of funding between the Member States.

SECTION FIVE

Monitoring, Evaluating and Communicating
the 2017-2019 Corporate Plan

Monitoring, Evaluating and Communicating the Plan

Implementation of the objectives outlined within the 2017-2019 Corporate Plan will be monitored and evaluated through a series of both internal and external measures.

Internal Measures

The Senior Management Team consider and report on progress against Corporate Plan Targets at monthly meetings, primarily through the monitoring of the annual Business Plan targets. The Business Plan targets are set on an annual basis in a manner which ensures that they align closely with the Corporate Plan Targets. Meeting all Business Plan targets will therefore ensure delivery of the Corporate Plan objectives. The Senior Management Team assesses the risks associated with all targets on a monthly basis, using a detailed Risk Register, and agrees/approves mitigating actions to be taken. At the end of each year within the Corporate Plan cycle, consideration is given to any Business Plan targets which have not been achieved, and any remedial action required to reduce the impact upon the associated Corporate Plan target.

The SEUPB considers the Corporate Plan to be a working document and the annual business planning days allow the opportunity for all staff members to discuss progress against the Corporate Plan targets. This also provides the SEUPB with the opportunity to amend and discuss targets in light of changing operational environments. The business plans which are produced and reported on annually are another useful tool to track progress against the corporate objectives and annual targets set in the Corporate Plan.

External Measures

In line with best practice, the Accounting Officer has established an Audit and Risk Committee to support her in her responsibilities for issues of risk, control and governance and associated assurance issues. Membership of the Committee is independent and includes representation from both Sponsor Departments. The Committee meets four times per annum and completes activity in accordance with stipulations outlined within its agreed Terms of Reference.

In addition, the SEUPB provides progress reports on implementation of the Programmes and objectives outlined within the Corporate and Business Plan to the North South Ministerial Council and Sponsor Departments as required. It is also subject to appearance before the Assembly and the Oireachtas Scrutiny Committees as and when required.

Communicating the 2017-2019 Corporate Plan

The SEUPB is very aware that in order to deliver the 2017-2019 Corporate Plan within the context of the challenging environment will require strong and visible leadership by all SEUPB Managers. As outlined above, the SEUPB Senior Management Team is committed to communicating the Plan to both staff and stakeholders alike.

Annual business and corporate planning events enable objectives and targets to be communicated to all staff members and upon approval of the plan, it will be published and issued to all members of staff. The plan will also be published on the SEUPB website and in line with standard procedure, will be available in alternative formats to ensure accessibility by all.

The SEUPB will also avail of other opportunities to promote and communicate the vision, mission and principles outlined within the plan and the associated targets and activities. This will include the posting of key messages in communal areas within the three SEUPB premises and notification that the Corporate Plan has been published in existing external and internal publications.

ANNEX A

DETAILED BALANCED SCORECARD FOR CORPORATE PLAN 2017-2019

Balanced Scorecard 2017-2019

CORPORATE OBJECTIVE 1: BUSINESS RESULTS

To achieve the outputs and contribute to the results of the PEACE IV and INTERREG VA Programmes, by supporting projects to maximise their contribution to society.

| Strategic Objective | Strategic Action | Target/Measure | 2017 | 2018 | 2019 | Owner | | | | | | | | | | | | |
|--|---|--|----------|---------|------|-------|-------|--------|----------|---------|-------|---------|----------|---------|---|---|----|----|
| BR1: Ensure that all funds available under the programmes are utilised. | BR1.1: Ensure that JS execute the application, assessment, letter of offer and mobilisation phase of the project selection phase within the SEUPB. | 100% of INTERREG and PEACE IV funds allocated to projects across the planning period. (This target may need to be revised in light of UK exit negotiations.) | ✓ | ✓ | ✓ | JS | | | | | | | | | | | | |
| | BR1.2: Monitor and achieve the N+3 expenditure forecasts for PEACE and INTERREG Programmes to maximise EU receipts. | N+3 targets (ERDF): <table border="1" data-bbox="920 531 1552 694"> <thead> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>PIV</td> <td>€0m</td> <td>€28m</td> <td>€23.70m</td> </tr> <tr> <td>IVA</td> <td>€11.92m</td> <td>€17.41m</td> <td>€24.86m</td> </tr> </tbody> </table> | | 2017 | 2018 | 2019 | PIV | €0m | €28m | €23.70m | IVA | €11.92m | €17.41m | €24.86m | ✓ | ✓ | ✓ | MA |
| | | 2017 | 2018 | 2019 | | | | | | | | | | | | | | |
| | PIV | €0m | €28m | €23.70m | | | | | | | | | | | | | | |
| IVA | €11.92m | €17.41m | €24.86m | | | | | | | | | | | | | | | |
| BR1.3: Monitor payments to projects against expenditure forecasts. | Forecast payments to projects (ERDF + Match): <table border="1" data-bbox="920 767 1552 930"> <thead> <tr> <th></th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>PIV</td> <td>€4.1m</td> <td>€36.9m</td> <td>€48.841m</td> </tr> <tr> <td>IVA</td> <td>€4.4m</td> <td>€46.7m</td> <td>€61.325m</td> </tr> </tbody> </table> | | 2017 | 2018 | 2019 | PIV | €4.1m | €36.9m | €48.841m | IVA | €4.4m | €46.7m | €61.325m | ✓ | ✓ | ✓ | CA | |
| | 2017 | 2018 | 2019 | | | | | | | | | | | | | | | |
| PIV | €4.1m | €36.9m | €48.841m | | | | | | | | | | | | | | | |
| IVA | €4.4m | €46.7m | €61.325m | | | | | | | | | | | | | | | |
| BR1.4: Ensure that Technical Assistance allocations are utilised appropriately. | Support Programme delivery through the effective management of Technical Assistance - within budgeted levels during 2017-19. | ✓ | ✓ | ✓ | CF | | | | | | | | | | | | | |
| BR2: Ensure programmes are functioning in accordance with EU and member state Regulatory Framework. | BR 2.1: Prepare and submit the Annual Accounts/Management Declaration and Annual Summary. | Submission of Annual Accounts/Management Declaration and Annual Summary by deadline each year. | ✓ | ✓ | ✓ | MA | | | | | | | | | | | | |
| | BR2.2: Prepare and submit the Annual Implementation Reports for both Programmes. | Submission of Annual Implementation Reports by June each year. | ✓ | ✓ | ✓ | MA | | | | | | | | | | | | |
| | BR2.3: Prepare and submit the Designation Report and Procedures. | Designation of Managing Authority by March 2017. | ✓ | | | MA | | | | | | | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|-------|
| | BR 2.4: Prepare Annual Recovery Statement and manage irregularities. | <p>Recovery statement to be completed and submitted to commission on an annual basis alongside the annual accounts.</p> <p>Monthly irregularity reports prepared and circulated to all relevant stakeholders.</p> | ✓ | ✓ | ✓ | CA |
| | BR2.5: Ensure all awards are adequately publicised. | <p>All projects are published in accordance with EU regulations.</p> <p>Create and update on a monthly basis a searchable beneficiaries list of PEACE IV and INTERREG VA funded projects on the SEUPB website. List to be translated into another EU language.</p> <p>Co-ordinate one major communication activity highlighting the achievements of the PEACE IV and INTERREG VA Programme, on an annual basis.</p> <p>Creation of a Publicity & Marketing Toolkit along with access to the relevant Programmes logos on the SEUPB's website. Communications Team to respond to project communication queries within 2 days.</p> <p>Create and regularly update PEACE IV and INTERREG VA project case studies on the SEUPB website in English and at least one other European language.</p> | ✓ | ✓ | ✓ | Comms |
| BR3: Ensure Programmes are implemented in accordance with agreed outputs and results. | BR3.1: Ensure that all Projects are regularly recording accurate and appropriate data to ensure monitoring of achievement of outputs. | Training to be provided to successful projects within 3 months of receiving letter of offer. | ✓ | ✓ | ✓ | MA |
| | BR3.2: Ensure the programmes deliver the required outputs. | Letters of Offer make provision for the delivery of all agreed programme outputs. | ✓ | ✓ | ✓ | JS |
| | BR3.3: Implementation of the INTERREG and PEACE Evaluation Plans. | Commission 7 Impact and 1 Implementation evaluation by end of 2017. | ✓ | | | MA |

| | | | | | | |
|---|--|---|---|---|---|-----|
| | BR 3.4: Provide an effective technical support mechanism between eMS ICT Service Provider and SEUPB Staff to ensure issues raised are resolved in a timely manner. | Ensure all tickets of a technical issue raised are dealt with on time as per SLA with Service Provider. Critical Issues – Resolved within 1 Working Day Major Issues – Resolved within 3 Working Days Other Issues – Resolved within 5 Working Days <i>Performance tracked on ticketing system.</i> | ✓ | ✓ | ✓ | ICT |
| BR4: Close PEACE III and INTERREG IV Programmes | BR4.1: Produce Closure Reports and submit to the European Commission. | Submission of Final Implementation Reports to the European Commission by March 2017. | ✓ | | | MA |
| | BR4.2: Prepare and submit final claim files to the European Commission and submit closure package. | Submission of final claim files and closure package to the Commission by 31 March 2017. | ✓ | | | CA |
| BR5: Ensure that all claims to the EU are submitted by stipulated deadlines and that the drawdown of ERDF is maximised. | BR5.1: Set claim benchmarks with staff and ensure adherence. | Measure quarterly claiming rate of projects. Ensure 95% of open projects submit quarterly claims within a reporting period. | ✓ | ✓ | ✓ | JS |
| | | Submit claims to EU with a minimum of 2 per annum per programme. | ✓ | ✓ | ✓ | CA |

CORPORATE OBJECTIVE 2: CUSTOMERS

To work in partnership with applicants and beneficiaries to ensure that projects are implemented in line with their letter of offer.

| Strategic Objective | Strategic Action | Target/Measure | 2017 | 2018 | 2019 | Owner |
|---------------------|------------------|----------------|------|------|------|-------|
|---------------------|------------------|----------------|------|------|------|-------|

| | | | | | | |
|---|---|---|---|---|---|-------|
| C1: Assist applicants to develop projects for the 2014-2020 Programmes. | C1.1: Provide advice to applicants on 2014-2020 Programmes. Participate in workshops to publicise the programmes. | Develop one workshop per objective. | ✓ | ✓ | ✓ | JS |
| | C1.2: Reduce administrative burden for beneficiaries. | All applications to be assessed within 36 weeks. | ✓ | ✓ | ✓ | JS |
| C2: Ensure projects are provided with the support to meet the requirements of their Letter of Offer. | C2.1: Implementation of a programme of training to ensure that projects are functioning in accordance with EU and member state regulatory requirements. | 20 workshops to be delivered for approved Lead Partners by end of 2017. | ✓ | ✓ | ✓ | MA |
| | C2.2: Review of Programme Rules to be completed to ensure that they are fully up to date. | Review to be completed by end of Q3 2017. | ✓ | | | MA |
| | C2.3: Fully functioning SEUPB website to be in operation to deliver guidance and assistance to applicants and beneficiaries. | Website to be in place at the end of Q2 2017. | ✓ | | | Comms |
| | | Website/SEUPB's social media platforms to be updated on a monthly basis. | ✓ | ✓ | ✓ | Comms |
| C3: Operate an effective and efficient claims processing system. | C3.1: Verification and authorisation of expenditure claims in a timely manner. | All claims to be verified and authorised within 90 days of receipt of claim. | ✓ | ✓ | ✓ | FCU |
| | C3.2: Manage the First Level of Control process for eligible partners for the Transnational and Inter-regional projects. Verification and certification of expenditure claims in a timely manner. | 75% of claims to be verified and authorised within 49 days of receipt of claim. | ✓ | ✓ | ✓ | TRANS |
| | C3.3: Payment to project for claim reimbursements are made once all verification checks complete and MA has approved for payment | 95% of payments to project made within 8 working days of MA approval | ✓ | ✓ | ✓ | CA |

| | | | | | | |
|--|--|--|---|---|---|-------|
| | C3.4: Research and Implement a cost effective solution for mobile working. Verification (and JS where necessary) staff to have ability to effectively carry out their work when out of the office, ensuring maximum productivity of time, and assisting with targets set for turnaround time of claim processing, and checking outputs against progress reporting. | Research Solutions and Conduct Procurement Exercise by 31 May 2017. Implement mobile working solution for identified staff by 31 July 2017. | ✓ | ✓ | ✓ | ICT |
| C4: Promote and maximise eligible partner's participation in the INTERREG VB/C Transnational and Inter-Regional Programmes. | C4.1: Ensure that each INTERREG VB/C Programme is promoted within the region and that partners in NI are supported in the project development and implementation process. | Cumulative total of €7.2 ERDF approved to 32 NI Partners by the end of 2017. | ✓ | ✓ | ✓ | TRANS |

CORPORATE OBJECTIVE 3: INTERNAL PROCESSES

Ensure excellence in the business performance of the SEUPB through the implementation of effective and efficient administrative processes within a corporate governance framework designed to meet the accountability requirements.

| Strategic Objective | Strategic Action | Target/Measure | 2017 | 2018 | 2019 | Owner |
|--|--|---|------|------|------|-------|
| IP1: Ensure that SEUPB has in place an effective database for the | IP1.1: Achieve e-cohesion objectives of the programme. | Implement Online Monitoring System throughout 2017. | ✓ | ✓ | ✓ | MA |

| | | | | | | |
|---|---|---|---|---|---|---------------|
| management and administration of the programmes in order to meet designation and e-Cohesion requirements. | | Implement eMS database by no later than March 2017. | ✓ | | | |
| IP2: Ensure good corporate governance and the effective management of resources. | IP2.1: Ensure understanding of and adherence to all corporate policies and ensure all expenditures are approved according to internal controls. | Operate procedures and processes as designed to minimise the incidence of fraudulent activities. Measured by 100% record of zero fraudulent incidents. | ✓ | ✓ | ✓ | JS/FCU/M A |
| | IP2.2: Maintain and support an effective Audit & Risk Committee. | Ensure that the Audit & Risk Committee is supported with a full complement of members (Inc. independent), receives high quality information, and at least 4 meetings are facilitated each year. | ✓ | ✓ | ✓ | CF |
| | IP2.3: Meet requirements for Statutory Accounts for each year. | Prepare accounts to a high standard and present for audit by 31 March each year. | ✓ | ✓ | ✓ | CF |
| | IP2.4: Meet statutory requirements for the prompt payment of invoices. | Pay 95% of valid supplier invoices within 30 days, and 80% within 10 days. | ✓ | ✓ | ✓ | CF |
| | IP2.5: Maintain staffing levels throughout the planning period in line with the agreed staffing complement. | Maximise staffing levels throughout each year in line with agreed staffing complement of 57 FTE posts. Maintain absence levels at less than 3% for each year. | ✓ | ✓ | ✓ | HR |
| | IP2.6: Complete annual progress report to Equality Commission. | Complete annual S75 progress report by 31 August each year. | ✓ | ✓ | ✓ | HR |
| | IP2.7: Maintain a working environment which is health and safety compliant for both staff and members of the public. | Undertake annual Health & Safety Risk Assessments in compliance with legislation in Northern Ireland and Ireland. | ✓ | ✓ | ✓ | HR |
| | IP2.8: Full compliance with Data Protection principles. | Annual registration with the ICO in UK and the Data Protection Commissioner in Ireland and regular refresher for all staff by 1 August each year. | ✓ | ✓ | ✓ | HR |
| | IP2.9: Ensure compliance with FOI Code of Practice and SEUPB Complaints policy. | Process all FOI queries and complaints within set timeframes. | ✓ | ✓ | ✓ | Comms |

| | | | | | | |
|--|--|--|-------------|--------|--------|-------|
| | | | | | | |
| | IP2.10: Ensure organisational compliance with Records Management and Information Assurance policies. | Create relevant organisational policies regarding records management and information assurance and review and update on an annual basis. | ✓ | ✓ | ✓ | Comms |
| | IP2.11 Ensure SEUPB complies with its requirement as stated in the Financial Memorandum to produce an annual business plan. | Develop and submit an annual Business Plan to the SEUPB's Sponsor Departments, for each year by September of the previous year. | ✓ | ✓ | ✓ | Comms |
| | IP2.12 Maintain and test the Business Continuity Plan (BCP) | Carry out one full test (desktop exercise) of BCP each year. Undertake ICT Area Recovery Plan test and supporting ICT Systems each year, in line with Business Continuity Plan. Update ICT Area Recovery Plan to include any remedial actions and procure any new services, hardware or software as necessary. | ✓ | ✓ | ✓ | ICT |
| | IP2.13 Ensure all relevant Terms and Conditions of Grant and agreements are in place with all Accountable Departments. | Terms & Conditions of Grant to be signed by all relevant Accountable Departments by end Q2 2017. | ✓ | | | CA |
| | IP2.14: Develop and begin implementation of a 3 year ICT Strategy for the Body to ensure focused planning and implementation of ICT technology in support of the delivery of the organisations strategic objectives. | Draft Strategy and get Senior Management sign off by end of Q2 2017 (30 June 2017). Continue to implement ICT Strategy over the planning period. | ✓ ✓ | ✓ | ✓ | ICT |
| | IP2.15 Effective provision of ICT Management and Support Services. | Implementation of Ticket System for internal ICT support issues by end of Q3 (30 Sept 2017). Develop and update knowledgebase of ICT solutions as support requests and issues are resolved. Generate quarterly / annual reports of issues resolved. | ✓ ✓ ✓ | ✓ ✓ | ✓ ✓ | ICT |

| | | | | | | |
|---|--|--|---|---|---|-----|
| | | | | | | |
| | | Develop and agree SLA with Senior Management Team for response and resolution times of issues depending on priority by 30 June 2017. | ✓ | | | ICT |
| IP3: Continually develop internal processes to improve the efficiency and effectiveness of SEUPB. | IP3.1: Develop new procedures manual to support the eMS database. | Develop procedures manual by April 2017 and deliver training throughout 2017. | ✓ | | | JS |
| | IP3.2: Introduce further efficiency to the Procurement process, to enable compliant procurement events to be undertaken effectively. | 100% of procurement events to be compliant with Programme and SEUPB rules/regulations. | ✓ | ✓ | ✓ | CF |

CORPORATE OBJECTIVE 4: LEARNING & GROWTH

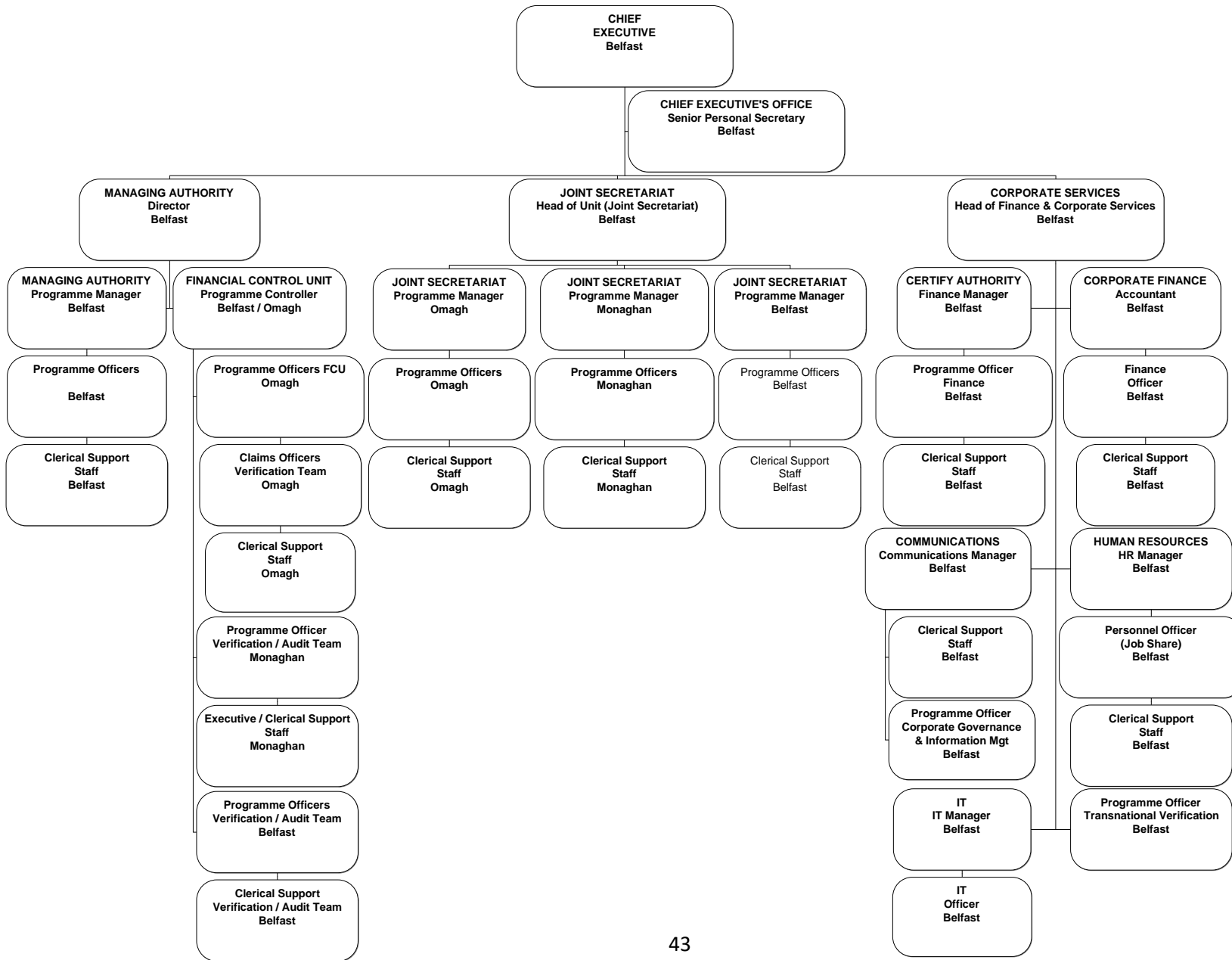
Invest in the development of our human resources to ensure staff are well informed, highly motivated, adaptable and supportive members of staff, and foster the development of strong teams and networks.

| Strategic Objective | Strategic Action | Target/Measure | 2017 | 2018 | 2019 | Owner |
|--|--|--|------|------|------|-------|
| LG1: Invest in the skills, capabilities and knowledge of staff to achieve the organisational objectives. | LG1.1: Develop individual L&D plans for each team. | All L&D plans to be completed by April of each year. | ✓ | ✓ | ✓ | HR |
| | LG1.2: Prepare corporate Training Plan to ensure that each staff member receives training. | Finalise annual Training Plan by 1 June each year – target: each member of staff on average to undertake 3 days training per year. | ✓ | ✓ | ✓ | HR |

| | | | | | | |
|---|--|---|---|---|---|----|
| | LG1.3: Ensure that staff are provided with appropriate training to meet team and organisational objectives. | Provide formal and informal training on an annual basis to staff in areas of need – as defined within personal development plans. | ✓ | ✓ | ✓ | HR |
| LG2: Ensure staff are knowledgeable of the programmes' regulations and administrative arrangements for the delivery of programmes. | LG2.1: Internal training to be delivered on programme regulations and administrative arrangements of programmes. | Organise and deliver 1 internal training event by end of 2017. | ✓ | ✓ | ✓ | MA |
| LG3: Ensure that the ethos of teamwork and mutual support is fostered within the Body. | LG3.1: Provide opportunities for raising staff awareness of the work of other teams, thereby gaining a more holistic experience of the work of the Body. | Facilitate at least one opportunity per team member to work shadow staff in another team task. | ✓ | ✓ | ✓ | HR |

ANNEX B

ORGANISATIONAL CHART



ANNEX C
PROPOSED BUDGET ALLOCATIONS (£ and €)

Proposed 2017 Budget and Indicative Budgets for 2018 & 2019 (Sterling)

| North South Body €1 = £0.85 | Proposed Budget 2017 | | | Indicative Budget 2018 | | | Indicative Budget 2019 | | |
|--|----------------------|------------------|----------------|------------------------|------------------|----------------|------------------------|------------------|----------------|
| | Current £'000 | Capital £'000 | Total £'000 | Current £'000 | Capital £'000 | Total £'000 | Current £'000 | Capital £'000 | Total £'000 |
| Programme Costs | | | | | | | | | |
| Peace IV | 12,267 | - | 12,267 | 40,978 | 0 | 40,978 | 41,515 | 0 | 41,515 |
| NI | 9,615 | - | 9,615 | 32,118 | - | 32,118 | 32,540 | - | 32,540 |
| Ireland | 2,652 | - | 2,652 | 8,860 | - | 8,860 | 8,975 | - | 8,975 |
| | | | | | | | | | 0 |
| Interreg VA | 26,373 | - | 26,373 | 47,914 | 0 | 47,914 | 52,126 | 0 | 52,126 |
| United Kingdom | 18,556 | - | 18,556 | 33,712 | - | 33,712 | 36,676 | - | 36,676 |
| Ireland | 7,817 | - | 7,817 | 14,202 | - | 14,202 | 15,450 | - | 15,450 |
| | | | | | | | | | |
| Total Programme Expenditure | 38,640 | - | 38,640 | 88,891 | - | 88,891 | 93,641 | - | 93,641 |
| | | | | | | | | | |
| Pay Costs | 1,114 | - | 1,114 | 1,114 | - | 1,114 | 1,114 | - | 1,114 |
| Non Pay Administration Costs | 609 | 40 | 649 | 609 | 40 | 649 | 609 | 40 | 649 |
| Total Administration Costs (exc pension) | 1,723 | 40 | 1,763 | 1,723 | 40 | 1,763 | 1,723 | 40 | 1,763 |
| | | | | | | | | | |
| <i>NI share representing 53%</i> | <i>913</i> | <i>21</i> | <i>934</i> | <i>913</i> | <i>21</i> | <i>934</i> | <i>913</i> | <i>21</i> | <i>934</i> |
| <i>IRE share representing 47%</i> | <i>810</i> | <i>19</i> | <i>829</i> | <i>810</i> | <i>19</i> | <i>829</i> | <i>810</i> | <i>19</i> | <i>829</i> |
| | | | | | | | | | |
| Pension costs - NI | 52 | - | 52 | 53 | - | 53 | 55 | - | 55 |
| Pension costs - IRE | 14 | | 14 | 14 | | 14 | 15 | | 15 |
| | | | | | | | | | |
| Total Admin Costs (inc Pension) | 1,789 | 40 | 1,829 | 1,790 | 40 | 1,830 | 1,793 | 40 | 1,833 |
| | | | | | | | | | |
| Overall Total Expenditure (Programmes & Administration) | 40,429 | 40 | 40,469 | 90,681 | 40 | 90,721 | 95,434 | 40 | 95,474 |
| Proportion payable by UK | 72% | 53% | 72% | 74% | 53% | 74% | 74% | 53% | 74% |
| Proportion payable by IRL | 28% | 47% | 28% | 26% | 47% | 26% | 26% | 47% | 26% |
| Existing/Projected Staff Numbers | | | 57 | | | 57 | | | 57 |

Assumes a flat budget profile for admin costs in 2017, 18 and 19.

Proposed 2017 Budget and Indicative Budgets for 2018 & 2019 (Euro)

| North South Body €1 = £0.85 | Proposed Budget 2017 | | | Indicative Budget 2018 | | | Indicative Budget 2019 | | |
|--|----------------------|------------------|----------------|------------------------|------------------|----------------|------------------------|------------------|----------------|
| | Current €'000 | Capital €'000 | Total €'000 | Current €'000 | Capital €'000 | Total €'000 | Current €'000 | Capital €'000 | Total €'000 |
| Programme Costs | | | | | | | | | |
| Peace IV | 14,432 | - | 14,432 | 48,209 | - | 48,209 | 48,841 | 0 | 48,841 |
| NI | 11,312 | - | 11,312 | 37,786 | - | 37,786 | 38,282 | - | 38,282 |
| Ireland | 3,120 | - | 3,120 | 10,423 | - | 10,423 | 10,559 | - | 10,559 |
| | | | | | | | | | 0 |
| Interreg VA | 31,027 | - | 31,027 | 56,369 | - | 56,369 | 61,325 | 0 | 61,325 |
| United Kingdom | 21,831 | | 21,831 | 39,661 | | 39,661 | 43,148 | | 43,148 |
| Ireland | 9,196 | | 9,196 | 16,708 | | 16,708 | 18,177 | | 18,177 |
| | | | | | | | | | |
| Total Programme Expenditure | 45,459 | - | 45,459 | 104,578 | - | 104,578 | 110,166 | - | 110,166 |
| | | | | | | | | | |
| Pay Costs | 1,311 | - | 1,311 | 1,311 | - | 1,311 | 1,311 | - | 1,311 |
| Non Pay Administration Costs | 716 | 47 | 764 | 716 | 47 | 764 | 716 | 47 | 764 |
| Total Administration Costs (exc pension) | 2,027 | 47 | 2,074 | 2,027 | 47 | 2,074 | 2,027 | 47 | 2,074 |
| | | | | | | | | | |
| <i>NI share representing 53%</i> | <i>1,074</i> | <i>25</i> | <i>1,099</i> | <i>1,074</i> | <i>25</i> | <i>1,099</i> | <i>1,074</i> | <i>25</i> | <i>1,099</i> |
| <i>IRE share representing 47%</i> | <i>953</i> | <i>22</i> | <i>975</i> | <i>953</i> | <i>22</i> | <i>975</i> | <i>953</i> | <i>22</i> | <i>975</i> |
| | | | | | | | | | |
| Pension costs - NI | 61 | - | 61 | 62 | - | 62 | 65 | - | 65 |
| Pension costs - IRE | 16 | - | 16 | 16 | - | 16 | 18 | - | 18 |
| | | | | | | | | | |
| Total Admin Costs (inc Pension) | 2,105 | 47 | 2,152 | 2,106 | 47 | 2,153 | 2,109 | 47 | 2,156 |
| | | | | | | | | | |
| Overall Total Expenditure (Programmes & Administration) | 47,564 | 47 | 47,611 | 106,684 | 47 | 106,731 | 112,275 | 47 | 112,322 |
| Proportion payable by UK | 72% | 53% | 72% | 74% | 53% | 74% | 74% | 53% | 74% |
| Proportion payable by IRL | 28% | 47% | 28% | 26% | 47% | 26% | 26% | 47% | 26% |
| Existing/Projected Staff Numbers | | | 57 | | | 57 | | | 57 |

Assumes a flat budget profile for admin costs in 2017, 18 and 19.

ANNEX D

EFFICIENCY TABLE

[DN: to be included – updated – if required, once guidance/direction has been received. Otherwise delete.]

This Delivery Plan describes the measures Special EU Programmes Body will implement to achieve its target savings for 2017 - 2019.

Efficiency Programme

The Body will realise total efficiencies of **£'000s / €' 000s** from 2017-2019 as shown in the Total Efficiency Table below.

Sterling

Euro

| <u>Total Efficiency Targets</u> | Baseline & Total Efficiencies | 2017 Efficiency Savings | 2018 Efficiency Savings (Cumulative) | 2019 Efficiency Savings (Cumulative) | <u>Total Efficiency Targets</u> | Baseline & Total Efficiencies | 2017 Efficiency Savings | 2018 Efficiency Savings (Cumulative) | 2019 Efficiency Savings (Cumulative) |
|--|--|--------------------------------|---|---|--|--|--------------------------------|---|---|
| | £`000s | £`000s | £`000s | £`000s | €`000s | €`000s | €`000s | €`000s | €`000s |
| Baseline (2016 approved budget) | | | | | Baseline (2016 approved budget) | | | | |
| Total Efficiencies Required | | | | | Total Efficiencies Required | | | | |